

**MINUTES OF THE MEETING HELD ON 11 OCTOBER 2019**

- Present: Lord Keith Bradley (Chair), Evangeline Adams, Temi Adebayo, Professor Dame Sue Bailey, Geoff Bean, Phil Cusack, Dr Tony Coombs, Garry Dowdle, Andrea Dunstan, Ben Gallop, Meryl Lowther, Professor Helen Marshall, Councillor John Merry, Dr Priscilla Nkwenti, Sean O'Hara, Professor Sheila Pankhurst, Professor Susan Price, Alan Roff, Rik Sterken, Professor Mike Wood.
- Apologies: Ian Moston, Sam Plant, Helen Taylor.
- In attendance: Alison Blackburn (University Registrar and Secretary), Julie Charge (Executive Director of Finance), Professor Karl Dayson (Dean of Research), Louise Edwards-Holland (Director of HR and OD), Jackie Njoroge (Director of Strategy), Elaine Pateman Salt (secretary), Andy Shenstone (Director, Advance HE observing).
- By Invitation: Adedapo Oni Oluwalogbon (Sabbatical Officer, Science, Engineering and Environment) [COU.19.67], Ed Moloney (Chief Executive, University of Salford Students' Union) [COU.19.67 and COU.19.74], Ian Boardman (Acting Director of Student Experience and Support) [COU.19.67].

COU.19.61 **DECLARATIONS OF INTEREST**

Noted: no declarations of interest pertaining to the agenda were received.

COU.19.62 **MINUTES OF THE PREVIOUS MEETING**

Confirmed: the minutes of the previous meeting held on 12 July 2019 (COU/19/49) subject to the undernoted:

- for minute reference COU.19.40 that Appendix B – NSS Key Points for Council was re-referenced as COU/19/28A;
- for minute reference COU.19.40 that noted iv) read '... the University of Salford Students' Union (USSU) had recorded an increase in dissatisfaction *from the course representatives of those two programmes reported above*';
- for minute reference COU.19.41 that noted v) read '... there was an opportunity for a new build related to the environment programmes and research to be of the highest environmental *and sustainability* rating';
- for minute reference COU.19.43 that noted read '...facilities previously available from the Castle Irwell site had been *largely* superseded by a replacement or enhanced offer...' and a second noted point be recorded - 'the view from the student members that USSU, on behalf of the student body, did not consider that there had been sufficient replacement of facilities'.

COU.19.63 **MATTERS ARISING FROM THE MINUTES**

There were no further matters arising or actions due that were not already on the current or future agendas.

COU.19.64 **CONFIRMATION OF STARRED ITEMS**

Confirmed: that agenda item 16 - Use of the University Seal (COU/19/59) would be noted without discussion.

COU.19.65

**CHAIR'S ACTION: APPOINTMENT TO COUNCIL**

Received: a report of the Chair's Action undertaken since the previous meeting regarding nomination for internal professional services staff member (COU/19/50).

Reported:

- i) that Rik Sterken had been recommended by the Governance, Nominations and Ethics Committee and appointed to membership by Chair's Action;
- ii) the members' thanks to Amina Helal who had stepped down from the appointment after a second term had expired at the end of July 2019.

Noted: the appointment of Rik Sterken.

COU.19.66

**CHAIR'S ACTION: EXPRESSION OF INTEREST STRENGTH IN PLACES FUND**

Received: a report of the Chair's Action undertaken since the previous meeting regarding submission of an expression of interest research bid to the Strength in Places Fund (COU/19/50b).

Reported:

- i) that the report had also been endorsed by the Deputy Chair prior to Chair's Action being undertaken;
- ii) that a submission of expression of interest had been submitted, but if successful the business case would be presented to Finance and Resources Committee for consideration;
- iii) that the collaborating partner was Sheffield Hallam University;
- iv) the view that there was only a modest chance of success from this submission.

Noted: the submission of the expression of interest to the Strength in Places Fund.

COU.19.67

**INTERNATIONAL STUDENT EXPERIENCE**

Received: as part of the 'Engagement with the Student Experience' agenda, a presentation entitled 'An International Student Experience from [REDACTED]

Reported:

- i) that The International Society offered a range of activities and services for international students across the three Greater Manchester universities;
- ii) that the Society was open to any student whether classified as home, EU or international;
- iii) that the University had lost percentage points in the sections on catering, health centre and clubs and societies introductions in the sector benchmark report – the International Student Barometer – conducted in Autumn 2018;
- iv) [REDACTED]
- v) [REDACTED]
- vi) [REDACTED]
- vii) the view that there was a perception that international students did not experience cashflow or funding barriers;
- viii) the view that the International Foundation Year did not address those entering with existing language or subject discipline skills;
- ix) the view that Welcome Week was not sufficiently emphasised as a mandatory requirement;
- x) the view that the catering facilities did not include enough international dishes and that a 'meal from home' was an ideal way to create a sense of belonging.

Noted:

- i) that members were pleased to hear of the range of activities and support provided by University of Salford Students' Union (USSU) for international students;
- ii) that the student members present had both attended an open day when making their

- final decision for application to University and their experience of these had greatly influenced their preference for Salford;
- iii) that the University was restricted by UK grant and bursary regulations outside its control but that it would take steps to stop communication to students for whom available monies were not applicable;
  - iv) that the University offered a hardship fund that was available to all students;
  - v) the view that many home students also experienced financial hardship and that this was a shared experience;
  - vi) that the University was aware that it was challenging for students to arrive on campus outside traditional arrival and welcome week but also noted the view that the importance of welcome week needed to be promoted to new international students as an essential component of their scheduled timetable;
  - vii) that the University was aware that the catering offered on campus had not always met student needs. This had also been highlighted by a recent intake of international students from China;
  - viii) that catering services were provided under exclusive contract by a company called Salford and that the Chief Operating Officer, via the Director of Estates, managed the contract and services provided and would be advised of the comments made;
  - ix) that there was a high demand for quality work experience and the University aspired to offer management-level opportunities to its students;
  - x) that the University had established its own employment agency (Unitemps) to support students to access in-house or local part-time jobs whilst studying;
  - xi) that the University had performed well in the International Student Barometer benchmarking report in the section for faith provision;
  - xii) that the USSU promoted the inclusive student voice through its democratic process but that the challenge remained on how to further empower the student body to show that 'your voice matters';
  - xiii) the view that the presentation had opened dialogue on student issues and that it would be beneficial to return to the international student body voice again during the 19/20 session;

COU.19.68

## **ENGAGEMENT WITH THE STUDENT EXPERIENCE**

Received: an update report on the schedule of activities to engage with the student experience during 2019/20 (COU/19/51R).

Reported:

- i) that the report was a summary of the student experience engagement activities scheduled during 2019/20;
- ii) that a student-focussed lead item would be a standing item at each meeting of Council;
- iii) that it was the intention at future meetings that a member who had been involved in a student meet-up would introduce the lead item thus sharing their experience and learning;
- iv) that the Lead Member for Student Experience, Professor Susan Price, would meet regularly with the Pro Vice-Chancellor for Student Experience and the University Registrar and Secretary;
- v) that there would be a review of the activities undertaken, presented alongside consideration of the Student Experience Committee (SEC) and governance arrangements, at the meeting scheduled for July 2020;
- vi) that the annual reports on both Inclusion and Diversity and Quality Assurance (Academic) would be presented directly to Council for consideration rather than via SEC;
- vii) that the Meet&Eat topics proposed reflected the scheduled 'deep dives' undertaken at SEC but were indicative to ensure that the time allocated reflected immediate priorities for members;
- viii) that there was an outline for the optional student or sabbatical officer 'shadowing' opportunities included in the report and members were invited to indicate availability and any preferences for characteristics of student experience or learning they would like to engage with.

Noted:

- i) that the USSU both supported and committed to the student experience activities offered;
- ii) that the optional activity would be member-led and could take a variety of formats to accommodate student and member preferences;
- iii) that the programme of activities was not fixed and could be further shaped and added to;
- iv) the view that the engagement was a necessity but that there was an element of self-selection and no mechanism to engage with those students who would not come forward;
- v) the view that it was important to value the voice of those students willing and able to share their stories but to recognise the ongoing challenge to engage with harder to reach groups. It was suggested that facilitating events to take place in common areas could stimulate wider access, for example in the USSU bar and restaurant or attending a social or society event;
- vi) that the University had launched a new learner analytics dashboard to support staff/student engagement and to address lack of engagement;
- vii) the view that neighbourhood communities could also struggle to understand the student experience and vice versa. To this end, Cllr John Merry invited USSU to attend the Broughton District Community Committee;
- viii) that members would be supported before engagement opportunities and be guided on what was appropriate to raise about the academic experience.

COU.19.69

## **VICE-CHANCELLOR'S REPORT**

Received: a report on behalf of the Vice-Chancellor on key strategic issues (COU/19/52).

Reported:

- i) that the reintroduction of post-study work visas had now been confirmed and the details had been welcomed by the University. A small number of key markets were to be targeted for inward recruitment;
- ii) that the external policy environment remained challenging but that the Secretary of State for Education, Gavin Williamson, and the Minister for Universities, Science, Research and Innovation, Chris Skidmore, had set out intentions for the coming year;
- iii) that there were potential technical skills gaps when the UK left the European Union, and this was an area the University had already been developing through its degree apprenticeship programme;
- iv) that there had been unconfirmed reports that the government did not intend to reduce undergraduate tuition fees to £7,500 as recommended by the Augar Review;
- v) that the Vice-Chancellor had hosted a Conservative Party Conference Dinner for members of the all-party group on degree apprenticeships which had been well received;
- vi) that planning approval had been granted by Salford City Council for the Centre of Excellence for Robotics which would be located in the Innovation Park;
- vii) that the final European Regional Development Fund (ERDF) funding application deadline was the 15 November 2019 and the capital business case for the Centre of Excellence would be presented to the next meeting of the Finance and Resources Committee;
- viii) that the University had registered an additional 426 students compared to last year;
- ix) that the University had dropped 30 places in The Times Good University Guide which had been one outcome of the drop in National Student Survey (NSS) results;
- x) that the Vice-Chancellor's Executive Team (VCET) was to review the action plan to address the issues raised by students on a monthly basis.

(Secretary's note: Members had received a 'deep dive' analysis of league table calculations and reputational risk at the pre-sessional lunch meeting, joined by senior managers including the Dean of Students).

Noted:

- i) that the 426 increased registrations were broken down to 261 home undergraduate students, 99 international undergraduate students, 60 home postgraduate students and 6 international postgraduate students;

- ii) that the increased intake had been achieved without reduction in entry tariff requirements;
- iii) that the analysis session had highlighted the impact of league table position on choices made by international applicants and that the introduction of post-study work visas would benefit institutions competing for the international market;
- iv) that the University was to re-consider its resourcing as part of international recruitment strategies;
- v) that there was no evidence yet of emerging common political policies but that some clarification was expected after the Queen's Speech had been made;
- vi) [REDACTED]
- viii) that new administration regulations introduced in January 2019 for the Further Education (FE) sector had meant at least one FE college had been able to enter administration in a test case which the University was to monitor closely;
- ix) that the Greater Manchester Health and Social Care Partnership Mental Health and Wellbeing Hubs had opened. The initiative was considered a success, but it was hoped the demand for services would not outstrip the availability of services from the hubs;
- x) that the USSU also noted the challenging external environment and advised that the National Union of Students (NUS) continued to lobby on a number of platforms including concern for climate change, and maintenance and housing grants;
- xi) the view from the student members that recruitment open days were critical influencers for final application choices;
- xii) that the Vice-Chancellor and Executive team (VCET) invested significant time to consider the external environment and prepare for potential future scenarios;
- xiii) that VCET also continued to monitor and review the University operating model ('fit for the future');
- xiv) that with regards approved planning permission for the Centre of Excellence for Robotics, the business case application deadline was 15 November 2019 outwith the deadline for the next scheduled meeting.

**RESOLVED:**

- i) to receive a copy of the Centre of Excellence in Robotics business case to be taken for consideration by Finance and Resources Committee (FRC) at its meeting on 31 October 2019, and to forward written comments to the Chair of FRC in advance of the meeting;
- ii) to approve the Chair, on the recommendation of FRC, to take Chair's Action on the submission of the business case in order to meet the 15 November deadline.

**ACTION (i) MEMBERS  
ACTION (ii) CHAIR**

COU.19.70

**HEALTH, SAFETY AND WELLBEING ANNUAL REPORT 2018/19 CLOSED**

Considered: the Health, Safety and Wellbeing Annual Report 2018/19 on the recommendation of the Audit and Risk Committee (COU/19/53)

**Reported:**

- i) that the Chief Operating Officer was the Chair of the University's Health and Safety Committee;
- ii) that the format of reports made to Audit and Risk Committee (ARC), including the Annual Report, were to be reviewed to ensure strategic oversight and in light of feedback received from ARC;
- iii) that there had been an increase in near-miss fire reports as a result of toaster fires and management systems had been put in place;
- iv) that an independent audit programme had commenced but that this would take two years to complete;
- v) that compliance reports on completion of mandatory e-learning training modules had been put in place;
- vi) that the Committee had received 'deep dive' presentations on sickness absence over the past three years;
- vii) that early interventions, intensive support and lowered trigger points developed as

- outcomes from the 'deep dive' presentations seemed to have had a positive impact on sickness absence but that it was too early to correlate the data against this;
- viii) that the report included an addendum on absence due to mental health at the request of ARC;
  - ix) that of the 75 reported long-term absences linked to mental health, 12 had been classified as 'work-related';
  - x) that whilst this did not suggest an endemic issue, the approach to mental health was to be supported by the introduction of mental health first aid and a mental health strategy;
  - xi) that Professor Rowe, in her role as Dean of the School of Health and Society, was Chair of the working group developing the strategy which would be initially implemented for students but would also ultimately cover staff and partners of the University;
  - xii) that there had been three accidents which had been notified to the Health and Safety Executive (HSE) under the Reporting of Injuries, Diseases and Dangerous Occurrence Regulations 2013 (RIDDOR) and that these along with the 11 non-RIDDOR accidents during 2018/19 were all preventable if colleagues had put into practice the training that had been received;
  - xiii) that the University now sought to ensure more rigour in the adherence to safe working practices.

Noted:

- i) that ARC supported the view that interventions for long-term sickness absence seemed to show benefit but would continue to monitor the data received;
- ii) that the Chair of ARC had considered the suggestion for a chemical substances management indicator for those substances under the remit of the Control of Substances Hazardous to Health Regulations 2002 (COSHH) and had been apprised of the University's approach to COSHH risk assessment;
- iii) that the University utilised approximately 30,000 substances under the scope of COSHH and as a result of this ARC was to receive a further report to confirm assurances that the policy and safeguarding for such substances was effective;
- iv) that hazardous substances were used in all Schools but predominately in the School of Science, Engineering and Environment which had invested in a system to manage COSHH risk assessment and updated certification;
- v) that view that introduction of a mental health strategy was welcomed but it was suggested that the overlap between mental health, physical health and wellbeing was greater than each entity and that the University should consider developing a single health and wellbeing strategy which encapsulated all three areas.

RESOLVED:

- i) to approve the annual Health, Safety and Wellbeing Report 2018/19;
- ii) to request the Executive to consider the development of a single health and wellbeing strategy

**ACTION (ii) DIRECTOR OF HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT**

COU.19.71

**INTERNAL AUDIT ANNUAL REPORT 2018/19**

Considered: the Internal Audit Report 2018/19, on the recommendation of the Audit and Risk Committee (COU/19/54).

Reported:

- i) that the report on internal audits undertaken during 2018/19 was timely after the earlier members' development session 'Agility in Practice: Leading from the Front for Successful Assurance';
- ii) that one internal audit (Cybersecurity) had resulted in an opinion of 'partial assurance' and one (Module Assessment Compliance) had resulted in an outcome split opinion of reasonable assurance for control of design but partial assurance for application of control;
- iii) that the management recommendations and actions for each had been reviewed by ARC at its recent meeting;
- iv) that adherence to policy and process was poor and in the event of module assessment compliance had negatively impacted on the student experience;

- v) that the internal audit plan was reported to Council each year but there was an open invitation for members and standing Committees to submit requests for additional or wider assurances throughout the year.

Noted: that the expected timeframe to be fully compliant with cybersecurity policy and standards was spring 2020 but that the high -risk findings had been downgraded to Medium by the auditors in view of the progress made and the majority of the remaining actions had been completed.

RESOLVED: to approve the Internal Audit Report 2018/19.

COU.19.72

## **QUARTERLY FINANCE REPORT**

Received: the finance report for the year ended 31 July 2019, on the recommendation of the Finance and Resources Committee (COU/19/55)

Reported:

- i) that the financial data was reported as an unaudited position;
- ii) that there had been a significant increase in deficit since the Q3 report which was due to adverse movements in pension liability;
- iii) that the Universities Superannuation Scheme (USS) 2017 valuation had led to an increased requirement for £32m as at 31 July;
- iv) that volatility arising from the Local Government Pension Scheme (LGPS) had resulted in a deficit position of £18m as at 31 July;
- v) that each deficit value had resulted in a report made by the University to the Office for Students (OfS) under its reportable events condition of registration;
- vi) that additional costs had been recognised after the Guaranteed Minimum Pension (GMP) and McCloud case judgements;
- vii) that charges were incurred from the early retirement provision for the Teachers Pension Scheme (TPS);
- viii) that the deficit position was unlikely to be amended as a result of external audit;
- ix) that the £54.4m reported was for non-cash items but the value impacted on the balance sheet and resulted in a significantly lower net worth;
- x) that the University's cash and investment position remained strong;
- xi) that the capital projects expenditure continued to be at variance with the expected capital budget expenditure as a result of longer timelines and capital project adjustments, for example the engineering build had been re-addressed to better benefit the unified school;
- xii) that the University had received confirmation that the USS 2018 valuation had officially closed which would, if enacted, lead to a reversal value of approximately £32m against the deficit in 2019/20 financial year, however it was expected there would continue to be significant volatility for pension liability and members were warned to expect swings valuing several million in future reports;
- xiii) that the USS 2020 valuation if not agreed by September 2021 would mean a significant impact against the deficit;
- xiv) that the highly unusual pension liability accounting pattern would impact across the sector;
- xv) that despite the reportable events and deficit value for the year end, the University was compliant with its banking covenants.

Noted:

- i) that the University had previously successfully applied to remove pension liability from its banking covenants;
- ii) that reported income from car parking charges (£1.2m) included parking charges collected from students, staff and the public (especially Farmer Norton Car Park) and that charges were not set at commercial rates but had been agreed to extract a value from the land ownership;
- iii) that the University had challenges related to the volume of car parking spaces available;
- iv) the view that charging for car parking supported commitment to environmental sustainability by encouraging the use of alternative methods of transport;
- v) that the funds from the sale of Castle Irwell land had been reported in the 2018/19 financial accounts but that the move to the David Lewis playing fields had led to

expenditure two years previously and consequently could not be presented as a simple re-investment 'swap';

- vi) that the funds generated from the sale of the land were unknown during the expenditure for the playing field set-up but that all funds raised and VAT re-claimed was to be re-invested in collective capital expenditure for the University;
- vii) that the procurement of financial services from Barclays PLC and Lloyds PLC was a historical arrangement with regards loan agreements and that when the University's current ethical and green procurement requirements were applied that only one provider met needs. The University subsequently held monies with that provider;
- viii) that the Higher Education (HE) sector was due to publish year-end accounts shortly with several institutions were expected to report deficits and that the cumulative sector deficit was likely to attract attention from the media;
- ix) that the University had commenced internal communication to explain the year-end position and had prepared an approach for external communication;
- x) the view that it had proved beneficial to address pension liability in the banking covenant arrangements;
- xi) that FRC had fully considered the report and emphasised in its recommendation to Council the cash position.

COU.19.73

### **QUARTERLY PERFORMANCE REPORT**

Received: a report, on the recommendation of the Vice-Chancellor's Executive Team, on the National Student Survey (NSS) including the University's performance against lead indicators during quarter four 2018/19. The top 10 risk profile was appended on the recommendation of the Audit and Risk Committee (COU/19/56).

Reported:

- i) that the University's performance in the NSS had dropped significantly and the report followed on from that received at the last meeting [minute reference COU.19.40];
- ii) that a comparison with competitor institutions had been included;
- iii) that comment on the relative importance placed on questions by students had been included and that there had been stronger correlation with consumer-style expectation;
- iv) that with regards to the risk profile, the majority of institutional lead indicators were on track.

Noted:

- i) that the competitor institutions had been selected for their similar profile characteristics to the University;
- ii) that the narrative of the report had been factual and addressed data but that the earlier presentation had considered wider issues to be addressed;
- iii) the view that the presentation had been admirably candid;
- iv) that the Film Production programme was profitable despite equipment costs;
- v) that there were fora and practice networks to ensure that the learning taken to redress the student satisfaction issues raised were shared for collective benefit;
- vi) that the internal audit undertaken on module assessment compliance had highlighted there was no central repository for the sharing of learning from failings which was to be addressed.

COU.19.74

### **UNIVERSITY OF SALFORD STUDENTS' UNION**

Received: an update report, on the recommendation of the Vice-Chancellor's Executive Team, on the operations of the University of Salford Students' Union (USSU) (COU/19/57).

Reported:

- i) that USSU was forecast a surplus of £70k but that this was subject to audit of the end-of-year accounts;
- ii) that the staff team had been restructured following adoption of the strategic plan and was expected to be at full complement shortly;
- iii) that the student volunteering placement brokering scheme had been launched;
- iv) that sabbatical officer priorities had been included in full in the report appendix;
- v) that a steering and key performance indicator group had been established with the



- University which would meet quarterly;
- vi) that it was the intention to create an access and participation plan to address USSU services;
  - vii) that with regards the plan to incorporate USSU as a Charitable Company Limited by Guarantee (CLG), that this had been delayed and was postponed until next financial year-end on 31 July 2020;
  - viii) that the revised Articles of Governance prepared for incorporation and approved previously by Council [minute reference COU.19.24] would not come into effect until 1 August 2020;
  - ix) that the existing Articles of Governance were within their five-year review period and would not exceed this before August 2020.

Noted:

- i) that USSU was considered technically insolvent due to the pension liability but that a 13-year repayment plan had been enacted to address the deficit remainder;
- ii) that it was expected that repayments could be sustained;
- iii) that USSU had broken a Guinness World Record by holding the longest pub quiz (36 hours);
- iv) that USSU hosted over 80 events during Welcome Week and had experienced the highest volume of students in one-day (4,995);
- v) the view that the volume of students engaging with USSU was excellent but that there were students who had not made contact or attended, and that this cohort should be addressed;
- vi) that the Sabbatical Officer priorities were based on individual election manifestos and the USSU strategic plan then translated into priorities with key performance indicators over a twelve-month period;
- vii) that the Sabbatical Officer roles were school-linked with the exception of the role of President;
- viii) that there had been an increase within USSU in student-led environment and sustainability groups;
- ix) that the President had made a presentation to VCET where the USSU had called for the University to declare a climate emergency.

COU.19.75

#### **COMMITTEE CHAIRS' REPORTS CLOSED**

Received: the Committee Chairs' Reports (COU/19/58)

Reported:

- i) that the Remuneration Committee (RemCo) had approved the Vice-Chancellor's pay review;
- ii) that RemCo had extensively reviewed the Total Reward Framework (TRF) proposal over its past meetings and had again taken it as the substantive item at its recent meeting;

- [REDACTED]
- iv) that the next step for the TRF proposal was for consideration by Finance and Resources Committee (FRC) at its meeting scheduled on 31 October 2019. Subject to the outcome of consideration by FRC, RemCo would either ratify its recommendation or convene an extraordinary meeting before the next meeting of Council;
  - v) that the Chair of RemCo thanked those members who had acted as a 'critical friend' on the TRF proposal between meetings;

- [REDACTED]
- vii) that the Audit and Risk Committee (ARC) had received the School of Health and Society Risk Register as part of its rolling oversight programme which had been very well received and assisted the committee to understand the student experience alongside the corporate risk register;
  - viii) that the Governance, Nominations and Ethics Committee (GNEC) had received an update report on whistleblowing in the University;
  - ix) that GNEC had directed the Prevent Officer to check on training received by the

- governing body on their duties and accountabilities under the government's anti-terrorism Prevent Agenda;
- x) that GNEC had discussed the Council Effectiveness Review (CER) and the role of the CER Steering Group;
  - xi) that GNEC was to consider member recruitment and succession planning at its next meeting;
  - xii) that GNEC had reviewed the Council mentoring scheme and approved a replacement optional buddy scheme to broaden effectiveness and encourage informal engagement;
  - xiii) that FRC had received a detailed presentation on the TRF proposal;
  - xiv) that FRC had received a detailed report from the subsidiary company Salford Professional Development (SPD) in conclusion of a period of heightened monitoring over the past three months;
  - xv) that SPD was intended to produce a positive financial impact through income to the University;
  - xvi) that FRC was assured VCET had been effectively monitoring SPD's performance and whilst FRC would continue to have oversight there had been some improvement in SPD's operations.

Noted:

- i) the view that the majority of the management actions agreed from the outcome of the internal audit on Cybersecurity reported to ARC had been identified as key IT risks but in fact these related to behaviours and thus were predominantly behavioural risk;
- ii) that ARC had been alerted to the relationship difficulties between the School of Health and Society and SPD at its recent meeting and that it had noted the risk to service for students and staff in relation to continuing professional development (CPD).

COU.19.76

#### **ANY OTHER BUSINESS**

Noted:

- i) that the University had received a set of queries from the Office for Students (OfS) with regard to its Access and Participation Plan 2020/21 to 2024/25 approved at the previous meeting [minute reference COU.19.44] and that due to the deadline to respond and make a re-submission of the Plan it was intended the Chair would consider the amendments by Chair's Action;
- ii) that new independent members were informed, and existing independent members were reminded, that expense claims must be made within the three-month limitation outlined in the University's Expenses Policy.

COU.19.77

#### **DATE OF NEXT MEETING**

The next meeting was to be held on Friday 22 November 2019.